

Personnel Administration Office

Annual Report 1999-2000

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Personnel Administration Office

GOVERNMENT'S PREFERRED FUTURE OF THE ALBERTA PUBLIC SERVICE

The Alberta Public Service is respected for its attitudes, knowledge and skills, its effective management of public policy and its dedication to achieving quality, affordable services for Albertans.

VISION

PAO—Building a strong public service.

MISSION STATEMENT

Our mission is to develop corporate human resource strategies and policy frameworks that enable departments to fulfill their business plan goals and achieve government's preferred future of the Alberta public service. Our mission supports the government's core businesses of people, prosperity and preservation.

Linkages to Government Core Businesses

Alberta Government

Core Businesses

People ... helping Albertans to be self-reliant, capable and caring through:

A healthy society and accessible health care. Basic support and protection for those in need. Lifelong learning. Excellent schools, colleges, universities and training institutes. Supportive families and compassionate communities.

Prosperity ... promoting prosperity for Alberta through:

A dynamic environment for growth in business, industry and jobs. A highly skilled and productive workforce. New ideas, innovation and research. An open and accountable government that lives within its means. An efficient system of roads, highways, utilities and public spaces.

Preservation ... preserving the Alberta tradition of:

A safe society where justice prevails. A clean environment. Strong values and cultures. Pride in Alberta and strength within Canada. Strong communities.

Goal Statements

- Provide efficient management of government resources.
- Improve Albertans' ability to enter the workforce and keep pace with changing skills.
- Remove barriers that prevent people from moving easily from job to job or place to place in order to work.
- Promote high standards in the workplace in terms of labour relations framework and dispute resolution and workplace health and safety.
- Focus on long-term health gains through increased emphasis on programs to prevent illness and injury, and protect and promote good health.
- Through the People and Prosperity Initiative, ensure that Key Growth Summit strategies are implemented.
- Continue to promote the Alberta Advantage.
- Continue implementation of the Corporate Human Resource Development Strategy Initiative during 1999-2000.
- Continue to monitor progress on the Shared Services in Government Initiative.
- Meet Albertans requested needs for more information on government programs and services, and make it easier for them to give their feedback and options.
- Ensure all regulations are necessary and eliminate the ones which are not.
- Provide regular reports to Albertans on goals, financial results and performance measures.
- Continue to promote a strong and united Canada.

Personnel Administration Office

Core Businesses

Our core businesses are to develop corporate human resource strategies and policy frameworks for:

- benefits
- classification and compensation
- labour relations
- occupational health and safety
- workforce development and performance management
- and staffing and workforce adjustment.

And to provide:

- executive recruitment
- collective bargaining
- an employee assistance program
- and leadership in human resource information management.

Goal Statements

Strategic Leadership

Provide strategic leadership to departments in addressing cross-department human resource needs and issues.

Alignment/Commitment

Provide human resource strategies and policy frameworks that assist departments in compensating, rewarding and recognizing employees.

Health, Safety and Wellness

Provide human resource strategies and policy frameworks that assist departments in providing a safe work environment and supporting the well-being of employees.

Competence/Versatility

Provide human resource strategies and policy frameworks that assist departments in attracting, selecting and developing employees to meet current and future needs.

OPERATIONAL OVERVIEW

The Personnel Administration Office (PAO) is the central human resources arm of government. PAO works with departments to develop government-wide human resource (HR) strategies and policy frameworks in a variety of areas to support departments in achieving their business plan goals. PAO is also responsible for the delivery of specific services which are considered corporate strategic services. PAO's areas and primary functions are:

CORPORATE HUMAN RESOURCE POLICY AND CONSULTING

Develops HR strategies and policy frameworks and provides expert consulting to departments in the areas of benefits, classification and compensation, labour relations, occupational health and safety, and staffing and workforce development. Also conducts collective bargaining on behalf of government as an employer and provides an employee assistance program for public service employees.

EXECUTIVE SEARCH

Provides executive search and consulting services in the recruitment and selection of executives and senior officials for the public service and significant agencies, boards and commissions. Also assists departments in facilitating internal and external executive mobility initiatives and leadership continuity strategies.

CLIENT RELATIONS

Plays a key role in ensuring that PAO is client-driven and service-oriented by working with departments to understand current and emerging human resource needs, identifying priority areas for action and facilitating the development of solutions.

INFORMATION MANAGEMENT

Provides strategic information management services and business support services for PAO. Works with departments to develop and implement plans for effective management of HR information.

HUMAN RESOURCE INNOVATION AND PROCESS IMPROVEMENT

Promotes and supports innovation and process improvement in the development and delivery of HR programs. Provides strategic leadership in the effective use of technology in HR. Represents PAO and the Human Resource Director's Council in maintaining the effectiveness of IMAGIS and implementing new initiatives in IMAGIS (the cross-government human resource information management system).

**HUMAN RESOURCES AND PUBLIC SERVICE
COMMISSIONER'S OFFICE**

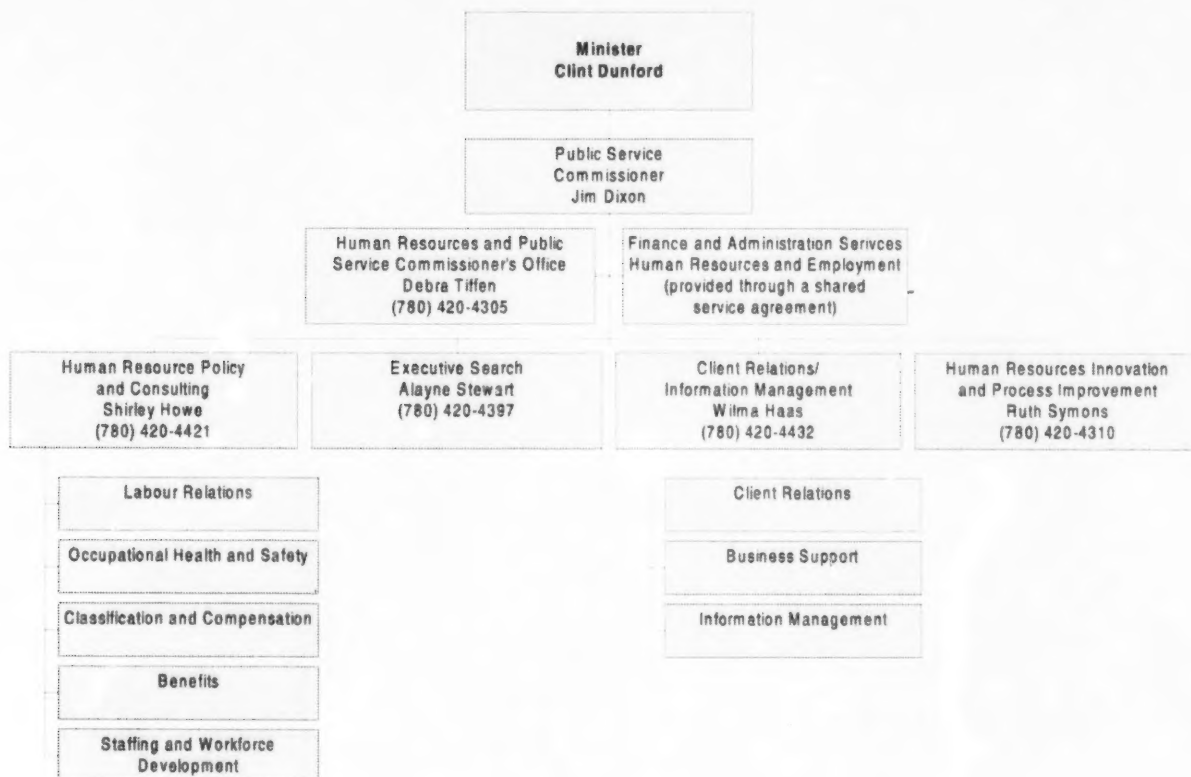
Provides departmental human resource support, advice and leadership to PAO and provides support to the Public Service Commissioner's office.

Coordinates preparation and submission of the business plan, performance measures, annual report and the budget. Prepares briefing material.

FINANCE AND ADMINISTRATION SERVICES

PAO has had a shared service arrangement to receive finance and administrative services since 1987. Services in 1999/2000 were received through the department of Human Resources and Employment. This includes the role of Senior Financial Officer, financial advice and support, accounts payable processing as well as library, mail and courier, accommodation, and records management services.

**PERSONNEL ADMINISTRATION OFFICE
ORGANIZATION CHART**



Report of the Auditor General on the Results of Applying Specified Audit Procedures to Performance Measures

To the Members of the Legislative Assembly:

I have performed the following procedures in connection with the Personnel Administration Office 's performance measures. The Personnel Administration Office 's set of measures are included in the *1999-2000 Annual Report of the Ministry of Human Resources and Employment* as presented on pages 133 to 149.

Information obtained from an independent source, such as Statistics Canada, was agreed with the information supplied by the stated source. Information provided internally was agreed to the reports from the systems used to develop the information.

The calculations which converted source information into reported measures were tested.

The appropriateness of the description of each measure 's methodology was assessed.

As a result of applying the above procedures, I found no exceptions. However, these procedures do not constitute an audit of the set of performance measures and therefore I express no opinion on the Personnel Administration Office 's set of measures included in the *1999-2000 Annual Report of the Ministry of Human Resources and Employment*.

[Original Signed by Peter Valentine] FCA
Auditor General

Edmonton, AB
August 16, 2000

[The official version of this Report of the Auditor General, and the information the Report covers, is in printed form.]

Personnel Administration Office

results analysis

goals, measures, results

Goal 1

Strategic Leadership: Provide strategic leadership to departments in addressing cross-department human resource needs and issues.

STRATEGIES

Ensure greater integration and effectiveness of corporate and departmental efforts in addressing priority human resource issues:

- Work with departments to develop the 2000-2003 Corporate Human Resource Plan and ensure its implementation through the development of complementary departmental plans.
- Coordinate the use of the Corporate Human Resource Research and Development Fund to support priority human resource needs.
- Facilitate the sharing of cross-government human resource information.

Increase the ability of departments to meet their human resource needs:

- Facilitate the use of technology to enhance human resource processes.
- Provide expert consulting to departments on PAO core business areas.

Conduct an ongoing review of human resource directives and regulations to ensure they are current and relevant, and in keeping with the intent of regulatory reform.

Monitor and report on two overall client satisfaction indicators: satisfaction with HR strategies and policy frameworks, and satisfaction with working relationships with PAO.

RESULTS

PAO coordinated a number of initiatives to reinforce and strengthen accountability for human resource management across the public service. These included the development of a human resource accountability framework for deputy ministers, line managers and human resource practitioners, and a guidebook outlining managers' and supervisors' human resource responsibilities along with resources available to assist them.

PAO provided leadership and coordination to the Corporate Human Resource Development Strategy as part of the implementation of the Corporate Human Resource Plan.

- Continued to enhance the Ambassador Program to ensure managers and post-secondary institutions have the information they need to facilitate work experience opportunities, on-campus recruitment activities and to promote the Alberta government as an attractive employer.
- Held a one-day Building Your Future Symposium followed by a half-day Knowledge Fair available to employees on a drop-in basis. The Knowledge Fair provided information and demonstration booths on topics related to learning and leadership to the approximately 1000 public service employees who attended.
- A *Career Management Guide* was developed as a four-part series to assist employees with self-directed career planning.

Projects funded under the Corporate Human Resource Research and Development Fund included:

- Communication initiatives to enhance employee understanding of the resources available to them through the Corporate Human Resource Development Strategy (such as the *Unwrap Your Future* flyer, the Career Management Guide books and the virtual Knowledge Fair)
- Phase II Business Process Engineering
- Classification Review projects
- Core Measures Survey
- Transition Supports for employees impacted by organizational change
- Corporate Leadership Council membership.

Enhancements to the PAO Web site were made and new Web-based applications were used to promote interactive communication with clients, key stakeholders and the public:

- The virtual Knowledge Fair (www.gov.ab.ca/pao/employee/knowledge-fair/frameset.htm) provided employees with online access to over 40 brochures, booklets, self-assessment tools and information sheets related to learning and leadership development.
- Over 1300 participants used a new on-line registration process for Subsidiary 2 orientation sessions, saving administrative time and resources.
- Online access to grievance award summaries provides detailed and current reference information for department HR consultants on employee relations issues.

PERFORMANCE MEASURES

Client Satisfaction

- PAO conducts a comprehensive survey of client satisfaction every two years with its primary clients (deputy ministers and their executive committees, human resource directors and human resource staff in government departments). The last survey was conducted in 1998/1999 and the next survey will be conducted in 2000/2001.
- To measure client satisfaction, an external agency conducted telephone and personal interviews with these client groups. Of the 263 clients eligible to participate, 251 were interviewed. Individual responses were categorized on a scale of one to five ranging from very satisfied to very dissatisfied. Results were averaged to give each group equal weight. The Advisory Group conducted the surveys in 1996/1997 and in 1998/1999.

Corporate Human Resource Plan

- The Corporate Human Resource Plan is developed annually in conjunction with departments and is approved by deputy ministers. It addresses priority areas for human resource management in the Alberta public service. Measurement data is collected through the annual Core Measures Survey and also through departmental reports submitted on the Corporate Human Resource Development Strategy (one of the priorities within the Corporate Human Resource Plan for 1999/2000).
- Core measures of employee satisfaction have been established and annual surveys have been conducted since 1996 to assess employee views on these measures. The most recent Core Measures Survey was conducted by an independent survey organization, Research Innovations Inc. This was a telephone survey with 3585 Government of Alberta employees, approximately 19 per cent of the workforce, conducted from November 1999 to January 2000. Sample size has increased in the last two surveys and therefore for the 1998/1999 and 1999/2000 employee survey results, the margin of error was no greater than ± 2 per cent at the 95 per cent confidence level.
- Department data on the Corporate Human Resource Plan is collected through departmental reports and results are collated by PAO.

Human Resource Directives and Regulations

- PAO tracks the number of human resource directives and regulations to ensure that the regulatory framework for human resource management is appropriate and meets the government's regulatory reform objectives.

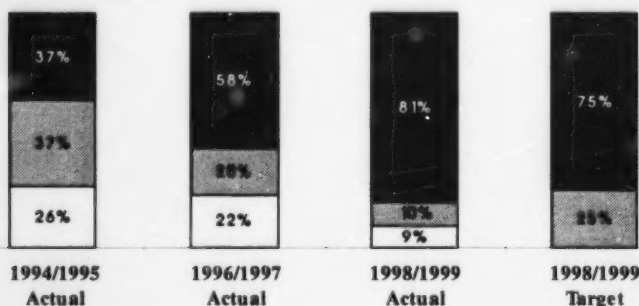
ANALYSIS

Under strategic leadership, client satisfaction results are discussed first, then the measures under the Corporate Human Resource plan and then the HR Regulations and Directives.

Client Satisfaction

Eighty-one per cent of clients were somewhat or very satisfied with the corporate human resource strategies and policy frameworks in 1998/1999, exceeding the established target. This result is a significant increase from the 58 per cent satisfaction level in 1996/1997. The target for the 2000/2001 business plan year is to maintain client satisfaction with HR strategies and policy frameworks at 80 per cent or higher.

Client Satisfaction with Human Resource Strategies and Policy Frameworks

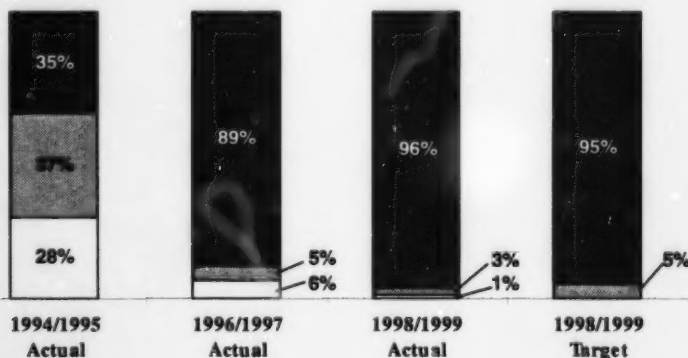


- Clients who are very/somewhat satisfied
- Clients who are neutral
- Clients who are dissatisfied

Source: Personnel Administration Office Client Satisfaction Surveys, 1994/95, 1998/97 and 1998/99¹

In regard to working relationships with PAO, the results from the 1998/1999 client satisfaction survey showed an increase in satisfaction to 96 per cent from the 89 per cent satisfaction rate in the previous survey. The target for the 2000/2001 business plan year is to maintain client satisfaction with working relationships with PAO at 90 per cent or higher.

Client Satisfaction with Working Relationships with the Personnel Administration Office



- Clients who are very/somewhat satisfied
- Clients who are neutral
- Clients who are dissatisfied

Source: Personnel Administration Office Client Satisfaction Surveys, 1994/95, 1998/97 and 1998/99¹

¹ 1994/95 actual figures were derived from responses to a group of questions. 1996/97 and 1998/99 actual figures were derived from a single question posed to a larger survey universe.

Corporate Human Resource Plan

Performance Indicators	Source	1997/1998 Actual	1998/1999 Actual	1999/2000 Actual	1999/2000 Targets
Number of departments with client surveys	Department data	n/a	17 1 developing	16 3 re-surveying	Surveys conducted
Employees' assessment of organizational support for their learning to meet: • Current needs • Future needs	Core Measures Survey	73% 61%	76% 69%	72% 64%	Maintain or increase
Departments' demonstrated supports and strategies for continuous learning	Department data	n/a	All provide various supports	All provide various supports	All provide various supports
Number of departments with leadership continuity strategies in place for key positions	Department data	n/a	All frameworks in place	10 implementing 9 revising plans	All started implementation
Number of developmental moves for staff: • Executive Managers • Other Managers	Department data	n/a	36 291	72 340	Maintain or increase
Number of work experience, co-op and internship placements	Department data	n/a	395	529	Maintain or increase

The business plan goal for the Corporate Human Resource Plan was for all results to be within five per cent of each target. Specific results are discussed below and under goal two on the following pages. Overall, the results were positive.

- Employees' assessment of organizational support for learning to meet current and future needs decreased slightly to 72 per cent for current needs and 64 per cent for future needs. This is slightly below the five per cent target range established in the business plan. A factor in these results was that the survey was conducted as department structures were finalized after the government reorganization in May 1999. It is anticipated that as employees access the supports and opportunities presented by their new organization, these results will again be on target.
- Most departments are implementing their leadership continuity strategies designed to address human resource management issues such as an aging workforce, competition for scarce resources, leadership development and continuous learning. Related to this, the number of developmental moves for management employees reported by departments continues to enhance the versatility of the public service.

- Departments have shown strong support for work experience, co-op and internship programs which are part of the strategy to market the public service as an attractive employer and provide a variety of opportunities for young people making the transition from school to work.

Number of Human Resource Regulations and Directives

In 1998/1999 PAO conducted its third and final survey of clients to determine their satisfaction with PAO's regulatory reform efforts. The survey asked clients to assess the degree to which PAO has achieved the government's regulatory reform objectives, including that documents are in plain language; are written to be positive and permissive; require minimum time for administration; and are written for objectives not process. In the survey, 94 per cent of clients indicated they were satisfied with PAO's regulatory reform efforts (PAO Regulatory Review Survey 1998/1999). PAO continues to ensure that the number of human resource regulations and directives are maintained or reduced.

Number of Human Resource Regulations and Directives

	1997/1998 Actual	1998/1999 Actual	1999/2000 Actual	1999/2000 Target
Regulations	5	4	4	Maintain or reduce
Directives	106	108	108	
Source: Personnel Administration Office Regulatory Review Project				

Goal 2

Alignment/Commitment: Provide human resource strategies and policy frameworks that assist departments in compensating, rewarding and recognizing employees for their contributions to business plan goals.

STRATEGIES

Establish a closer link between performance and rewards/recognition:

- Facilitate implementation of the performance management system in conjunction with departments' human resource plans.
- Identify and promote performance-based rewards options for opted-out and excluded employees, and bargaining unit employees subject to negotiations.
- Coordinate the Premier's Award of Excellence program. Ensure classification and compensation meet current realities and needs:

Ensure classification and compensation meet current realities and needs:

- Review and update the non-management classification plan to address identified needs, using a phased-in approach.
- Conduct collective bargaining.

RESULTS

In linking performance to rewards and recognition:

- Provided advice and assistance to departments regarding the establishment and revision of their performance management systems and began a review of the overall performance management framework.
- Assisted in the implementation of the second year of the achievement bonus program for managers. The variable achievement bonus program was also extended to the opted out and excluded employee group. The Alberta Union of Provincial Employees (AUPE) has decided not to participate in a variable achievement bonus program for bargaining unit employees.
- Continued to deliver the Premier's Award of Excellence Program to maintain its profile and prestige as a corporate recognition program. In 1999, over 50 submissions were received and 34 teams were recognized with awards.

In partnership with departments, and in consultation with AUPE, continued the development of a modified Hay job evaluation plan for non-management jobs. The design phase for the opted out and excluded group was initiated, guide charts were developed and potential benchmark positions were identified.

Negotiations were successfully completed on the wage opener with the AUPE. The agreement provided for a four per cent increase in September 1999 and a two per cent lump sum payment at the time of settlement followed by a four per cent increase in September 2000. The term of the collective agreement was extended by one year to September 2001.

As part of the ongoing communication to staff on the value of their individual compensation, PAO developed and distributed individual statements for employees on the value of their benefit package (which includes health benefit plans, the dental plan and a long term disability plan).

In collaboration with Treasury, PAO coordinated the implementation and communication of a supplementary pension program that results in equitable pension compensation for management employees.

PERFORMANCE MEASURES

Results for the performance measures associated with this goal are gathered through the annual Core Measures survey (for methodology please refer to page 10).

Corporate	Source	1997/1998 Actual	1998/1999 Actual	1999/2000 Actual	1999/2000 Target
% of employees who understand how their work contributes to their department's business plan	Core Measures Survey	77%	77%	81%	80%
% of employees who receive recognition for their contributions to progress on business plan goals	Core Measures Survey	45%	51%	50%	55%
% of employees who are satisfied with their employment in the Alberta public service	Core Measures Survey	68%	78%	80%	80%

ANALYSIS

Eighty-one per cent of employees surveyed understand how their work contributes to their department's business plan which exceeds the target of 80 per cent and is a four percentage point increase from the previous surveys.

Fifty per cent of employees surveyed reported that they received recognition for their contribution to business plan goals. The target of 55 per cent was not met. Departments continue to work on improving their performance management systems and linking rewards and recognition within the department to the achievement of business plan goals. PAO will continue to assist departments in the development and implementation of effective recognition programs.

Since 1997/1998 employees' overall satisfaction with their employment in the public service has increased from 68 per cent to 80 per cent. The target was met. This is comparable to the employee satisfaction level of top ranked companies in Canada as reported in the *Globe and Mail's Report on Business* magazine in January 2000.

Goal 3

Health, Safety and Wellness: Provide human resource strategies and policy frameworks that assist departments in providing a safe work environment and supporting the well-being of employees.

STRATEGIES

Reduce accident/injury and illness/long term disability (LTD) rates:

- Advance the Partnerships in Safety program in high and medium risk departments.
- Examine the feasibility of behaviour-based safety for targeted areas in departments.
- Develop and implement an approach for shared services for occupational hygiene surveys.
- Continue to implement strategies such as the Employee Support and Recovery Assistance (ESRA) program to support early return to work from disability leave and general illness.

In order to assist employees in managing their well-being, PAO delivers an employee assistance program for public service employees.

RESULTS

As the certifying partner for government, PAO continues to demonstrate its leadership role in the area of occupational health and safety by maintaining its Partnerships in Safety Certificate of Recognition and working with high and medium risk departments to pursue their certification. The departments of Environment and Infrastructure have both signed partnership agreements and are working towards certification.

A feasibility study was conducted on implementing behaviour-based safety programs. These programs focus on correcting an individual's unsafe behaviour through observation, feedback and training. The study determined that the Partnerships in Safety program contains the most effective elements of behaviour based safety. The emphasis remains on expanding participation in the Partnerships in Safety program.

In order to assist two departments in meeting their occupational health and safety requirements and addressing their needs, PAO coordinated a cost sharing approach for occupational hygiene surveys. These surveys included assessments of noise and indoor air quality.

PAO coordinated services under the Employee Support and Recovery Assistance (ESRA) program. 1999/2000 was the second year of the program which is designed to assist employees with an earlier return to work from an illness leave. In its second year, ESRA assisted 179 employees in an earlier return to work (as compared to the typical length of absence where an individual does not receive the support of a program like ESRA).

Forty-four employees from 10 ministries chose to participate in the voluntary retirement program for recipients of long term disability, with a net savings of approximately \$2 million. A \$2.65 savings for every \$1 cost was achieved.

PERFORMANCE MEASURES

The measures shown on the following chart (page 19) provide information on the time lost due to accident, injury and illness in the Alberta public service and related costs.*

- Direct Costs to Government measures the total cost to government for the Worker's Compensation Board (WCB) premiums and WCB supplement paid.
- Time Lost to General Illness indicator measures the average number of general illness days taken per employee across the public service. General illness covers absences due to illness or injury greater than three days to a maximum of 80 days.
- Costs of General Illness captures salary costs for general illness absences.
- The Long Term Disability (LTD) incidence rate measures the number of new Long Term Disability claims per 1000 employees.

Health, Safety & Wellness Performance Measures	Source	1997/1998 Actual	1998/1999 Actual	1999/2000 Actual	1999/2000 Target
Direct Cost to Government (\$ Thousands) (WCB Assessment Premium + WCB Supplement)	PAO	\$5,236	\$4,309	\$3,913	Maintain or reduce
Time lost to General Illness (Average # of days lost per employees)	IMAGIS* database	4.5 days per employee**	3.4 days per employee	3.7 days per employee	Maintain or reduce
Cost of General Illness (\$ Thousands)	IMAGIS database	\$10,900**	\$9,800	\$11,100	Maintain or reduce
Long Term Disability (LTD) Incidence Rate (Number of new claims per 1000 employees)	IMAGIS database; PAO; Great-West Life	15.8 per 1000 employees	13.7 per 1000 employees	14.2 per 1000 employees	Maintain or reduce
Note: * IMAGIS is the cross-government human resource information management system. ** General illness figures are for the 1997 calendar year.					

ANALYSIS

The target was met for the direct cost to government indicator in 1999/2000. Time lost to general illness and the LTD incidence rate increased slightly from 1998/1999 although they continue to show an improvement from 1997/1998. The cost of general illness also rose slightly in 1999/2000 which is a reflection of the increase in time lost and the impact of increased salary costs during that year.

Initiatives such as ESRA program, the Employee Assistance Program and the Partnerships in Safety program assist the public service in reducing the incidence and/or severity of accidents, injury or illness and the related time away from work. Reduced costs are a related outcome of these efforts. PAO continues to work with departments to ensure that disability management supports and strategies are in place within the public service.

SUPPLEMENTAL INDICATOR

PAO delivers an Employee Assistance Program (EAP) which provides diagnostic and referral services on behavioural health issues for employees. In 1999/2000, the number of new clients that accessed the program decreased slightly.

Employee Assistance Program Statistics

	1997/1998	1998/1999	1999/2000
Number of Employees Receiving Diagnostic and Referral Assistance	541	541	512
Source: Personnel Administration Office			

Goal 4

Competence/Versatility: Provide human resource strategies and policy frameworks that assist departments in retaining, attracting, selecting and developing employees to meet current and future needs.

STRATEGIES

Ensure departments are positioned to respond to emerging human resource needs by encouraging and supporting leadership continuity (succession planning) strategies in departments.

Work with departments to develop and implement learning and leadership development strategies for employees to ensure they have the skills to meet current and future organizational needs.

Promote interest in employment with the Alberta public service (APS):

- Continue aggressive initiatives to market the APS as an attractive employer and provide work experience opportunities for youth and attract skilled workers to the APS.
- Continue to assist departments in developing strategies or approaches to address hard-to-recruit positions.
- Provide direct services in managing the recruitment and selection process of senior officials, deputy ministers, executives and other senior level Alberta public service positions, and senior positions with significant government agencies, boards and commissions.

RESULTS

All departments have recognized they need a leadership continuity plan to address the demographic issues facing their department (and the public service generally) and have established leadership continuity plans. As the workforce ages and competition for resources continues to increase, these strategies are critical in ensuring the public service has the resources needed for the future.

Enhancements were made to the employment Web site to allow applicants to submit their resumes by e-mail.

Continued to enhance the Ambassador Program to market the APS and to ensure managers and post-secondary institutions have the information they need to facilitate work experience, co-op placements and internship opportunities with the APS.

PAO provided support to the government reorganization by developing guidelines and processes to ensure fair and consistent treatment of staff, and leading a cross-department team to respond to related human resource issues.

PAO provided support to departments by facilitating lateral transfers, developmental assignments and mentoring opportunities in keeping with government's goal to have a capable and versatile executive management group.

PERFORMANCE MEASURES

Data for the performance measure associated with this goal is gathered through the annual Core Measures survey (for methodology please refer to page 10).

Business Plan Measure	Source	1997/1998 Actual	1998/1999 Actual	1999/2000 Actual	1999/2000 Target
% of managers who report their employees have the skills to meet current and future needs	Core Measures Survey	n/a	93% current 82% future	93% current 81% current	90% current 80% future

ANALYSIS

Results continue to be strong in this area with managers reporting that 93 per cent of their employees have the skills to meet current needs and 81 per cent have the skills to meet future needs. In both cases the established target for this measure was exceeded.

SUPPLEMENTAL INDICATOR

Executive Search conducted 48 competitions in 1999/2000. These competitions involved service to 14 departments and six significant agencies, boards and commissions. In the 1999/2000 point-of-service client surveys, all Executive Search clients were very satisfied with the service provided.

Executive Search Statistics

	1997/1998	1998/1999	1999/2000
Number of Competitions			
Open	37	43	29
Limited	21	16	19
Total	58	59	48
Competitions Managed			
Senior Official / Deputy Minister	8	6	4
Executive Manager II	17	10	8
Executive Manager I	24	22	25
Other Levels	3	6	7
Other ²	6	15	4
Total Competitions Managed	58	59	48
Source: Personnel Administration Office			

Supplementary Information

In 1999/2000, the number of grievances that progressed to the arbitration level decreased slightly from the previous year.

Labour Relations Statistics

	1997/1998	1998/1999	1999/2000
Number of current year arbitration level grievances	31	30	27
Source: Personnel Administration Office			

² Includes provincial agencies, boards and commissions.

INSURANCE AND BENEFIT PLANS

The following two tables provide statistics on the benefits paid and usage of employee insurance and benefits plans. A description of the plans accompanies each table.

Plan		Benefits Paid (in \$ Thousands)		
		1997/1998	1998/1999	1999/2000
Basic Group Life Insurance	Bargaining Unit Deaths	35	33	33
	Total Benefits Paid	\$2,480	\$2,236	\$2,452
	Management and Excluded Deaths	7	9	11
	Total Benefits Paid	\$808	\$844	\$1,638
Accidental Death and Dismemberment Insurance	Bargaining Unit Deaths	4	2	1
	Total Benefits Paid	\$412	\$130	\$180
	Management and Excluded Deaths	0	0	0
	Total Benefits Paid	\$0	\$0	\$0
Dependents' Life Insurance	Bargaining Unit Deaths	47	30	23
	Total Benefits Paid	\$296	\$198	\$146
	Management and Excluded Deaths	5	11	3
	Total Benefits Paid	\$45	\$85	\$25
Enhanced Life Insurance	Deaths	3	4	7
	Total Benefits Paid	\$388	\$389	\$833
Retiree Life Insurance	Bargaining Unit Deaths	149	154	173
	Total Benefits Paid	\$447	\$462	\$520
	Management and Excluded Deaths	38	26	48
	Total Benefits Paid	\$114	\$78	\$146
Source: Personnel Administration Office; Great West Life				

About the Plans

Basic Group Life and Accident Insurance

A lump sum is paid to the beneficiary on the employee's death. A partial advance payment of the total coverage may be paid to a terminally ill employee. The employer pays two thirds, and the employee pays one third of the premium.

Accidental Death and Dismemberment Insurance

This policy provides additional benefits if death was accidental, or if an accident causes loss of use of limbs. The employer pays two thirds, and the employee one third of the premium.

Dependents' Life Insurance

Employee-funded, this benefit is paid to the employee on the death of an insured spouse or child.

Enhanced Life Insurance

Employee-funded, this additional coverage is based on a multiple of annual salary and is available to management and non-union employees.

Retiree Life Insurance

The bargaining unit plan provides a \$3,000 benefit to the beneficiary on the death of the retired employee. As of July 1999 the benefit increased to \$4,000 (for new retirees). The management and excluded plan provides a \$3,000 benefit to the beneficiary on the death of the retired employee if the employee retired or terminated with 10 to 20 years of service, and \$5,000 with 20 or more years of service.

BENEFIT PLANS

Plan		Benefits Paid (in \$ Thousands)		
		1997/1998	1998/1999	1999/2000
Extended Medical Benefits and Prescription Drug Plans	Bargaining Unit Extended Medical Benefits Paid	\$6,126	\$5,711	\$7,577
	Management and Excluded Extended Medical Benefits Paid	\$1,153	\$740	\$961
	Management/Non-Union Prescription Drug Benefits Paid	\$1,859	\$2,004	\$2,495
Travel-Occupational Accident Insurance	Deaths	0	2*	0
	Benefits Paid	\$0	\$219*	\$0
Dental Plans	Bargaining Unit Benefits Paid	\$8,970	\$7,595	\$7,704
	Management/Non-Union Benefits Paid	\$4,333	\$3,496	\$3,981
Long-Term Disability Income	Benefits Paid	\$19,172	\$19,328	\$19,884
Continuous Plan	Number of Employees receiving benefits	1,086	1,143	1,166
	Number of new claims during the year	304	290	272
Employee Funded Leave Program	Fund Value	\$457	\$530	\$560
Source: Personnel Administration Office; Blue Cross; Great West Life; Clarica; Canada Trust *Claims not shown in 1998/1999 report				

About the Plans

Extended Medical Benefits and Prescription Drug Plans

The bargaining unit plan provides optional coverage for prescription drugs and other medical services. Employees and the employer each pay 50 per cent of the premiums. The *1st choice* plan for managers and non-union employees is composed of two optional plans. One plan provides core or enhanced coverage for extended medical services; the other plan provides core or prescription drug coverage. There is a co-sharing of premiums between the employer and participating employees.

Travel-Occupational Accident Insurance

This plan covers wage and a small number of other employees who are not covered under the life insurance plan. The plan is employer-funded and is for accidents causing death or dismemberment which occur at work or when travelling on government business. The principal benefit is equal to four times an employee's salary to a maximum of \$125,000.

Dental Plans

The bargaining unit and core management plans reimburse 80 per cent for basic dental services, 50 per cent for major services and 50 per cent of orthodontic services (within annual limits). An enhanced employee-paid plan under the *1st choice* program for management and non-union employees provides a higher reimbursement level. All plans cover the employee, the employee's spouse and eligible children.

Long-Term Disability Income Continuance Plan

Employees unable to perform their job duties or undertake employment due to their medical condition are provided with benefits equal to 70 per cent of their pre-disability salary. Employees capable of returning to work receive rehabilitation and re-employment assistance.

Employee-Funded Leave Program

Employees may regularly set aside a portion of their salaries with a trustee. They then receive the deferred salary back at a later date while on a leave of absence ranging from four to 12 months in length.

PROFILE OF THE ALBERTA PUBLIC SERVICE

As at March 31, 2000 there were 20,446 salaried³ employees in the Alberta public service. This compares to 20,547 on March 31, 1999, 19,927 on March 31, 1998 and 21,193 on March 31, 1997. The status of all wage employees was reviewed during 1998/99 and those performing ongoing work within the Alberta Public Service were moved to salaried status.

Distribution of staff by department

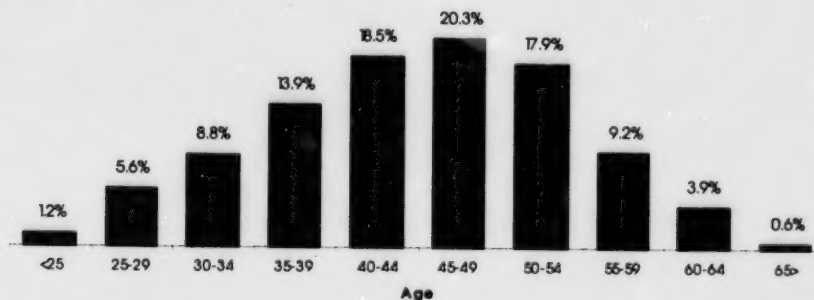
Department	Employees	Proportion of Public Service
Agriculture, Food and Rural Development	1295	6.3%
Auditor General	103	0.5%
Children Services	2328	11.4%
Community Development	677	3.3%
Economic Development	193	0.9%
Environmental Protection	2400	11.7%
Executive Council	58	0.3%
Government Services	373	1.8%
Health and Wellness	2109	10.3%
Human Resources & Employment	2277	11.1%
International & Intergovernmental Relations	92	0.4%
Infrastructure	1730	8.5%
Innovation & Science	328	1.6%
Justice	3832	18.7%
Legislative Assembly	69	0.3%
Learning	935	4.6%
Municipal Affairs	364	1.8%
Ministry of Gaming	16	0.07%
Office of the Chief Electoral Officer	9	0.04%
Office of the Ombudsman	18	0.09%
Personnel Administration Office	69	0.3%
Public Affairs Bureau	162	0.8%
Resource Development	562	2.7%
Treasury	447	2.2%
Source: IMAGIS database (the cross-government human resource information management system)		

³ Salaried staff includes permanent, temporary and long-term wage employees.

The following charts include permanent, temporary and long-term wage employees. Data is obtained from IMAGIS, the cross-government human resource information management system.

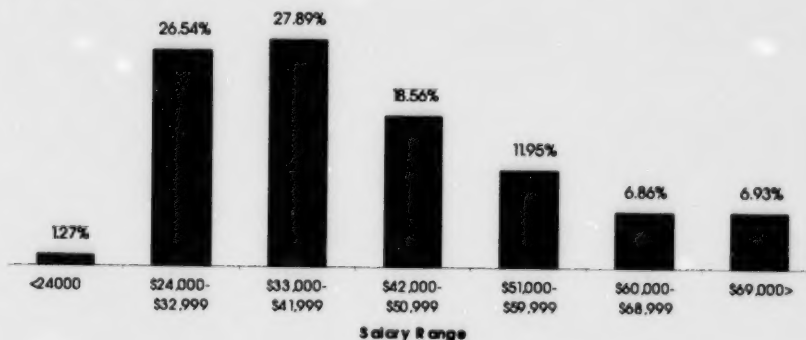
The average age of salaried public service employees remained constant from 1998/1999 at 44 in 1999/2000.

Age Distribution



The average annual salary of permanent full time public service employees in 1999/2000 was \$42,797.

Distribution Of Salary



Location of Alberta public service employees

